Enterprise Architecture Steering Committee

Initiative

Develop a mission, process and procedures for the establishment of an **Enterprise Architecture Steering Committee (EASC)** for defining, developing and implementing a set of common enterprise infrastructure standards. The development of a common IT infrastructure is a requirement defined by numerous department directors and staffs. Enterprise architecture is a basic requirement that will enable Iowa to better define technology requirements, spend wisely to maximize investments and reduce lifetime cost of ownership for technology.

Team Mission Statement

The Enterprise Architecture Implementation and Migration Planning Team will provide input and feedback to develop a business oriented mission and process for the establishment of an Enterprise Architecture Steering Committee. This Enterprise Architecture Steering Committee will define, develop and provide a common architecture for the Executive Branch.

Architecture Model

Enterprise Architecture describes how the state uses information technology in order to achieve greater efficiencies and streamline operations with a focus on interoperability and connectivity as key elements of communication and data sharing among organizations across the enterprise. It is a guiding blueprint for strategically managing Information Technology resources to create an alignment between the state's departmental business needs and technology. Enterprise Architecture encompasses an interrelated set of domain architectures intended to guide all Information Technology activities supporting enterprise initiatives.

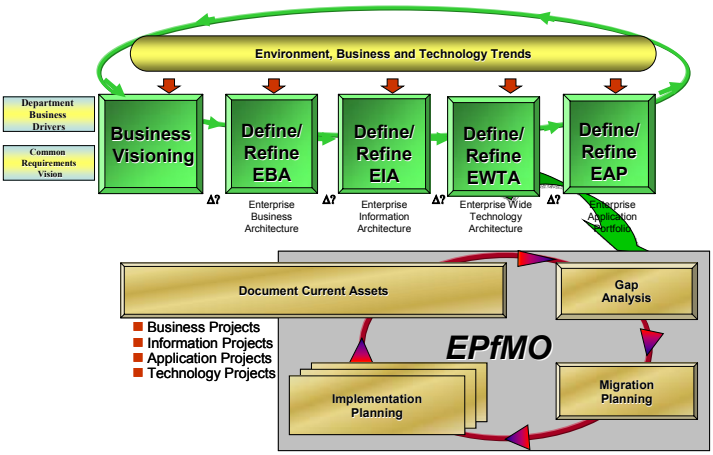
The architecture is the framework of principles, recommended practices, guidelines, policies, standards, and products that direct the design, analysis, construction, deployment, and management of information technology and systems across the enterprise. The objective of the architecture is to guide the IT organization in the implementation of a technical infrastructure which supports change in the business and administrative processes of the enterprise. Open and adaptive technical architectures guide the development of a technology base and structure that enable sustainable competitive advantage for the enterprise through periods of rapid change. The principles and best practices of open and adaptive enterprise information technology architecture are consistent across industries and may be achieved utilizing a wide range of vendor product offerings.

The scope of the information technology architecture project is to create a single, common and cohesive vision - to senior management, line organizations, IT staff, and end users of the underpinnings, design points, principles and recommended practices of open and adaptive infrastructures and information systems.

To create Enterprise Architecture, the department directors and IT professionals must achieve a common and cohesive vision of the core mission and key business challenges as well as the opportunities and "problem corridors" the departments expect to encounter. Enterprise Architecture, then, is a process that expresses the enterprise's key business, information, application, and technology strategies and their impact on the business functions and processes. Enterprise Architecture institutionalizes disciplined analysis and decision-making. It must be driven by the statewide business and technology strategy.

In today's competitive environment, effective and efficient use of information technology is the focus for building successful business strategies. Enterprise architectures create the framework for this leveraged use of technology. Creating enterprise architecture serves four basic functions:

1. It creates a set of principles that guide future decision making, application design, sourcing alternatives, and product evaluation
2. It creates a consistent process for building consensus among the business and IT and establishes an ongoing working relationship for the continuous alignment of information technology throughout the organization.
3. It provides a basis for applications analysis and consolidation
4. It provides a basis for information / data strategies and migration

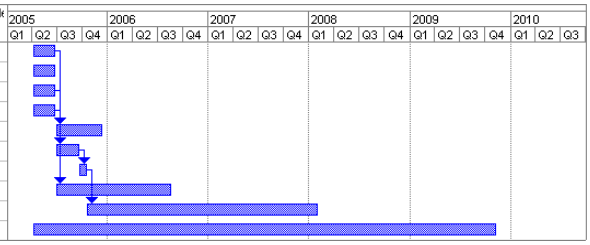


The Enterprise Architecture Process Model shown above provides a logical approach to developing an Enterprise Architecture for the state of Iowa. It is a multi-phase, iterative, non-linear model focused on Enterprise Architecture development, evolution, and migration as well as on the ancillary governance, organizational, and management processes. It represents key characteristics and a synthesis of best practices of how other states and private sector companies are delivering enterprise architecture

It is imperative that the EASC maintain a vision for security and privacy in determining the architecture. Additionally, the ability for the architecture to maintain workability within the interdependencies with architectures outside the identified domain: judicial, legislative, regents and federal.

Activity Level Project Timeline

ID	Task Name	Duration	Predecessors
1	Define Roles and Responsibilities of the SEASC organization	3 mons	
2	Identify existing groups that may conflict with SEASC and determine viability.	3 mons	
3	Identify the size and composition of the SEASC	3 mons	
4	Define Roles and Responsibilities of SEASC members	3 mons	
5	Define Standard Operating Procedure for SEASC	6 mons	1
6	Determine the process to select members of the SEASC	3 mons	3
7	Approve the Mission of the SEASC	1 mon	6
8	Define the Support Staff of the SEASC	15 mons	4,1
9	Set Initial Architecture Strategy	30 mons	7
10	SEASC build trust	60 mons	



As part of this activity timeline is the placeholder for the Architecture Strategy. Prior to the establishment of this strategy it is important to gather the enterprise business drivers along with the identification of the following inventories:

- Infrastructure
- Applications
- Hardware

This first step in the strategy determination assures that the guiding principles align with the business drivers. Additionally, the current state of technology is the baseline for the transformation to the new architecture.

Description of Activities

Enterprise Architecture Steering Committee Mission Statement

> The Enterprise Architecture Steering Committee (EASC) will publish principles, standards, and best practices promoting a business-driven Enterprise Architecture (EA) used in all aspects of project development.
>
> The EA facilitates information exchange and allows for better alignment of business strategies, system development, and efficient deployment of IT solutions. The EA also facilitates an orderly change in technology by describing a direction for current and future activities.

1. Define Roles and Responsibilities of the EASC organization
Description
Define Roles and Responsibilities of the EASC organization—e.g. reporting relationship, relationship with CIO/CTO/CISO/Enterprise CIO's. Define if this group is advisory versus reporting.

Risk
Moderate risk to this activity as the roles and responsibilities has a strong effect upon the overall technical standards and processes for the enterprise.
Considerations
The role of this organization is very dependent on the role of the Governance Board. Additionally, consideration must be made for existing IT based groups like the IT Council and what legal issues this may have. This activity should be done simultaneously with activity 4.
Expected Outcome: The expected outcome of this activity is defined roles and responsibilities of the overall Statewide Enterprise Architecture Steering Committee.
Timeframe: 3 Months
Cost: $150,000 Resource augmentation to guide committee through the process (facilitators, consultants, practices from other States) Internal Hours – 500hrs during three month period

2. Identify existing groups that may conflict with EASC and determine viability.
Description
Look at existing groups—e.g. ITC/ITTC/National Guard/existing agency steering committees—to determine fit and need.
Risk
There is moderate risk for this activity. Existing groups may have similar responsibilities.
Considerations
Some existing groups may be mandated by law/contract/rule and this needs to be addressed.
Expected Outcome: The identification, need and implication awareness of the existing teams to the success of the EASC.
Timeframe: 3 Months
Cost: No incremental cost associated with this activity. Internal Hours: 1600 hours includes time in 41 agencies to collect information in support of this activity, during three months

3. Identify the size and composition of the EASC
Description
Determine optimal number of members and expertise/background from public/private/appointee.

Risk
There is a moderate level of risk to this activity as the composition will have a major impact on the successful oversight of the state's information technology architecture.
Considerations
An interdependency with the Governance Board and the Enterprise Portfolio Management Office exists.
Expected Outcome: This activity will produce a recommended size and makeup of the Statewide Enterprise Architecture Steering Committee.
Timeframe: 3 Months
Cost: No cost associated Internal Hours: 100 hours, higher level management time required

4. Define Roles and Responsibilities of EASC members
Description
Define Roles and Responsibilities of EASC members—e.g. job descriptions, leadership roles, reporting responsibilities, etc.
Risk
Performing this activity has relatively low risk
Considerations
The responsibility to review the job descriptions and performance of each member. Human Resources needs to be involved at this point.
Expected Outcome: Job descriptions, expectations and performance review criteria will be the results of this activity
Timeframe: 3 Months
Cost: $25,000 resource to guide and facilitate plus DAS-HRE Internal Hours: 300 hours

5. Define Standard Operating Procedure for EASC
Description
Identify the duties, responsibilities and activities of the Steering Committee - e.g. communication
Risk
This step has relatively low risk.
Considerations
The process of setting the Standard Operating Procedures will require a legislative review. Additionally, this step has a dependency on the Governance Board to assure

good working relationship between the two entities.	
Expected Outcome:	A set of standard operating procedures for the successful running of the Enterprise Architecture Steering Committee will result from the successful completion of this activity.
Timeframe:	6 months
Cost:	Part of the $150,000 in defining roles and responsibilities of the committee. Internal Hours: 800 – 1000 hours to write SOPs

6. *Determine the process to select members of the EASC*
Description
Determine the process to select the members of the Statewide Enterprise Architecture Steering Committee—e.g. appointment, cross-departmental, etc.
Risk
There is a moderate risk to this activity as the final makeup of this committee will have a major impact on the successful oversight of the state's information technology architecture.
Considerations
The selection of this team will have an impact on the Governance Board and the Enterprise Portfolio Management Office.

Expected Outcome:	This activity will produce the procedures for selecting the members to serve as the Statewide Enterprise Architecture Steering Committee.
Timeframe:	3 Months
Cost:	No associated costs. Internal Hours: 100 hours, higher level management time required

7. *Approve the Mission of the EASC*
Description
Review and approve the Mission of the EASC
Risk
This activity has low risk.
Considerations
The EASC Mission must account for and align with the Governance Board Mission.

Expected Outcome:	Final approved Mission Statement for the Enterprise Architecture Steering Committee

Timeframe:	1 Month
Cost:	No incremental cost. Internal Hours: 50 hours

8. Define the staff in support of EASC and the Architecture Center for Excellence	
Description	
Determine number, skill sets, roles and responsibilities of the support staff for the EASC.	
Risk	
A moderate risk is associated with this activity to assure the proper staff is assigned to this organization.	
Considerations	
Legislative requirements in the creation of new full time equivalents along with the associated funding is a consideration for this activity. Also, the necessity for background checks at a cost of $1,500 to $5,000 per FTE. Finally, it is important to enlist DAS-HRE in this activity.	
Expected Outcome:	The framework for assigning personnel to the Architecture Center of Excellence.
Timeframe:	12-18 Months
Cost:	$50,000 - $100,000 DAS-HRE Internal Hours: 2,000 hours plus DAS-HRE time and associated costs

9. Set Initial Architecture Strategy	
Description	
Establishing the direction the enterprise will be going architecturally.	
Risk	
This is a high risk activity in that it sets the course for the architecture going forward.	
Considerations	
The Architecture Strategy must bear in mind the mandates associated with external funding, particularly federal funding. The first steps of the architecture strategy needs to be the gathering of business drivers across the enterprise as well as the inventory of infrastructure, applications and hardware.	
Expected Outcome:	The initial strategy for architectural design.
Timeframe:	24 – 36 Months

Cost:	$1,000,000 Internal Hours: 9,000 – 11,000 hours in addition to Infrastructure, Applications, Desktop/Servers, and Data Center capturing existing inventory including business drivers.

10. EASC build trust	
Description	
Communicate with agencies and stakeholders—listening to agencies and stakeholders—seek common ground—feedback	
Risk	
Low risk to performing this activity.	
Considerations	
Fear uncertainty and doubt across the enterprise must be addressed.	
Expected Outcome:	A clear communications plan to keep all stakeholders and agencies
Timeframe:	Continuous
Cost:	No associated cost, but the activity is priceless. Internal Hours: 2,000 hours

Cultural Impacts

- Everyone is used to being responsible for their own architecture.
- Departmental/business unit collaboration—business units focused on delivering service—make a commitment to ensure business units' voices are heard.
- Use of existing staff? Match right people to right responsibility level.
- Major debates regarding brand/equipment loyalty.
- Change in existing groups.